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Paper No. 8
Session IV

How to Produce
Reader-Oriented Quality Programme

Reader oriented Quality Program

• Who are the readers?
  • People who pay for the content and react on ad’s

• How is quality defined?
  • Quality means attracting people to buy the magazine to become a reader—a long term aspect for developing readership
  • Quality means attracting potential ad customer to pay for ad space as the most important income for the publisher

• So, Quality concerns both (among others like distribution of published items):
  • editorial linked Quality EDQ
  • ad linked Quality ADQ

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Reader oriented Quality Program

- What are we talking about in detail?

- What's all about - some statistic figures
- Quality aspects seen from different positions, with the German Business Magazines "Der Spiegel" and "Focus" as an example
- Editorial Quality (EDQ)
- Advertisement Quality (ADQ)

- 90% of newspaper publishers define customer oriented QM as the main strategic goal
- 84% have the opinion to have reached the goal
- but only 40% have really achieved it (wishes and reality differ)
- 88% of the QM experienced management agree that QM philosophy is not in the ears and hearts of the employees
- 66% have no institutionalized internal and/or external (reader opinion based) Q-Controlling
Reader oriented Quality Program
What's all about - some statistics II

- ?% of Management admit deficits
  - 63%: having a lot to catch up in management
  - 58%: in external communication and customer orientation
  - 44%: in employees customer service oriented qualification
  - 42%: do not know the expectations and demands of their customers
  - 0%: no optimal quality supporting and forcing workflows and business processes
  - 70%: most activities needed in the editorial, than in the ad- and sales-areas

- New Technology - but old workflows and business processes may be the main reasons for the clef between demand and reality of maintaining an appropriate reader and customer quality considering:
  - Service for readers and ad customer
  - Providing added value information as customers benefit
  - Multimedia presentation of information in addition to the printed product by providing output-media independent data
  - Faster order processing for ad’s
  - Design-Service for ad’s
  - Shorter reaction cycles (ad’s, hot news etc.)
Reader oriented Quality Program

What's all about - some comments

• Enough reasons and considerations to install a TQM pre-programme
  • to investigate your own position with your products
  • with the possible consequence to establish a reader- and/or ad-customer oriented TQM main-programme
  
• that's why we think we should explain something to you

Reader oriented Quality Program

• Quality aspects seen from different positions, with the German Business Magazines "Der Spiegel" and "Focus" as an example
  • 1993 "Der Spiegel", 1.000.000 copies/week, since 50 years successfully in the market, text-driven, conventional layout and technology, publisher and printer belong to different companies
  • 1993 "FOCUS", new in the market as direct competitor to "Spiegel", 500.000 copies/week within 3 months, layout driven with up to date technology complete new marketing approach
  • "Spiegel" lost 20% readers, 25% ad volume
  
• What are the "secrets" of FOCUS - success?
Reader oriented Quality Program

Quality aspects which let "Focus" win the battle

• Publishers Corporate Identity (CI)
  • "News-you-can-use" as added value for the target group
  • the editors are "the devil's advocates" or the real opposition
    (less problems only, but more solutions and hope)

• Content, Meaning
  • Themes: for multi interested people
  • Critics must help the reader to identify his own position
  • Style of speaking should be an intellectual pleasure
  • All other aspects like colour, page layout, images, graphs are
    elements for attracting the senses

• Visual presentation
  • form and length of articles
  • relationship between text and image area
  • header of an article as "lead"
  • page format ("Golden cut")

• Topicality, Relevance
  • Be fast or be last by latest 100% digital workflow
  • Being topical means topical events, not only fast transmission
    of news-information data
  • Latest technology with page flow management from editorial
    to the printing cylinder to ensure short production cycles
Reader oriented Quality Program
Quality aspects which let "Focus" win the battle

• Identifying target reader by an intensive 1.5 years lasting marketing program, considering
  • social classes
  • demographic aspects
  • age
  • nationality
  • "Reader's CI" (belong to the information consuming elite)
  • attractive for both sexes
  • identifying and adaptation of readers reactions by considering carefully reader's messages and complaints continuously (important for the first year)

• Providing appropriate information access and "economy" of information inhaling by implementing a multimedia and output media independent designed production concept (pure digital workflow)
  • nice to know information (just print, many colour images, many illustrating graphs, special issues, e.g. the "Best medicine doctors in Germany")
  • need to know information (special issues, CD-ROM titles)
  • quick to know information (online services via Internet, corporate databases and E-mailing of top-topics to subscribers)
Reader oriented Quality Program
EDQ - Reader’s favorite layout and content

- Circulation-development of a newspaper or magazine is the barometer of success
- circulation is the net result of readers who start reading the paper (starters) and those who stop reading (stoppers)
- if more stoppers than readers often a restyling and/or restructuring of the paper has to be taken into account
- a marketing program has to be requested to prepare an investigation that should discover how the magazine could improve its position
- Restyling must be seen as a last resort, since this process is very dangerous

- Sampling information and data about readers opinion and perception
- number of complaints
- type of complaints
- number of "stoppers" which determine circulation
- development of "stoppers" over a period of time
- penetration in the base areas
- with the objective to know what the readers want
- do not follow only your "sixth sense", assure it through market research and internal inquiries
Reader oriented Quality Program

EDQ - Reader’s favorite layout and content

When number of “stoppers” is increasing

Number

Market Research with check of reader oriented Quality

Time

Reasons for dealing with an ADQ - quality program

• relationship with ad customer ends at POS (point of sale)
• generally sales people are excellent in selling by just promising
• ad customer are judging not only on generating income in their stores but also keeping promises about quality and service in proofs, ads, bills, complaint handling.
• getting information from front staff having direct contact with ad customers concerning unsufficient quality
• cumbersome, slow, old and stress-inducing processes for customers and staff alike
• increasing number of complaints and related costs (which should be recorded over some time, taking reasons in account)
The Management Consultants to Media, Printing, Packaging

Reader oriented Quality Program
ADQ - quality means keeping one's promises

• Activities and Contents of the ADQ - Process II
  - People have to identify major "hand-off" or "pass along" points and to ask four questions at each hand-off:
    - is the information complete to carry out the next step?
    - is material complete?
    - is material accurate?
    - is it on time?
    - is it fit for use?

  - The higher the number "YES" the more you can believe you will deliver higher quality to advertisers more consistently

• Average results and consequences:
  "Year 1950 processes trying to produce ads in the age of gigabytes of data and Macintoshes"
  - the traditional ad administration and production process is not up to date with the means and tools available:
    - too many "walls" between the different departments
    - too many single function which could be integrated
    - insufficient computer capabilities
    - too low degree of data integration
    - insufficient use of standard EP tools
    - still too many paperforms, especially for invoicing and ad tracking

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Higher quality is leading to a number of tangible benefits, both for customer and publishers staff involved:

For the advertiser:
- greater satisfaction with their spending for ad’s
- better and longer customer-publisher relationship
- reduced time, reduced hassle in dealing with the newspaper over faults and defects
- consistently higher quality products and services from the newspaper

For the newspaper:
- increased profitability through reduced defects
- increased profitability through reduced income credits
- increased profitability through reduced re-work
- increased retention and loyalty of existing advertisers by less reasons to be dissatisfied to reduce or stop advertising
- greater productivity because more is done right the first time
- improved image among advertisers and potential advertisers
- improved teamwork among advertising, business office and production staff
Reader oriented Quality Program
ADQ - quality means keeping one's promises

"You can take the most carefully-selected, arduously-trained, highly motivated individual, drop him into a bad system (or bad processes), and in about 90 days, he will look and act like the system (the processes). Bad systems defeat good people."

And people make the quality and have to feel to be responsible for maintaining it